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D R A F T

Preliminary Notes on

"A Program for the Establishment of a
Career Corps in the CIA"

dated 7 August 1951

and on the comments pertaining thereto by the several Offices

1. It is perhaps trite to say that the strength of America lies in its adherence to the democratic principle. CIA personnel are Americans first, employees of CIA second. While devotion to duty, esprit de corps, cohesiveness, etc. are characteristic of an elite corps, it is essential that each two year employee realizes that he has an equal opportunity of "making the grade" without prejudice ^{by} to his sex, age, GS rating, social or academic background, etc.

2. The Elite Corps is CIA itself, not merely an inner circle.

3. Actual performance of an individual should be the dominant selection criterion, with potential being judged by his colleagues and peers, supplemented by whatever tests are deemed useful and desirable.

*no supervisory
judgment!!*

4. It is important, however, not to allow the "career" concept to languish. Great interest and some heat has been generated by the 7 August study. The challenge of the criticisms and suggestions should be immediately accepted, firmly, fairly and cooperatively. After all, the commentators are the customers. Undoubtedly some practical compromises

*you don't offer compromises;
you offer complete capitulation!*

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The 7 any proposal is the most practical proposal offered in history of CIA

to the theoretical approach will have to be made. If the programs are not aggressively modified and pushed now, morale will suffer and it will be infinitely more difficult to institute these programs later. The word "career" will suffer a slump in status.

5. Immediate steps to be taken by the "committee" are suggested in Appendix A.

6. Criteria for selection to participate in the Career Development Program are suggested in Appendix B.

7. Discussion of the terms "generalist", "specialist" and "careerist" may be found in Appendix C.

RECOMMENDATIONS

1. Assemble a top level committee to sponsor and promote the proposals (see Appendix A).

2. Eliminate concept of a Career Corps ("Elite Corps").

3. Strongly emphasize Career Development Program entirely separate from a Specialized Recruitment Program.

4. Retain testing and assessment procedures in the Specialized Recruitment Program.

5. De-emphasize testing and assessment procedures as a means of selection for Career Development and emphasize supervisor evaluation combined with panel or board recommendations. In view of two year on-duty requirement prior to selection, emphasize on-job performance rather than theoretical testing and assessment criteria as a means to selection (see Appendix B).

panels or boards would have full time job on

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6. Develop concept that: (a) if you are employed by CIA, you are part of the Career Service; and (b) if you are not part of the Career Service, you are a temporary, detailed or probationary employee.
7. Strongly emphasize the program for Career Development, such as CIA Intelligence School, Career Benefits, etc. In other words, emphasize potential benefits to the individual in addition to job security.
8. Eliminate terms "Specialist, "Generalist, and "Careerist" (see Appendix C). *what terms would you substitute*
9. Recognize that (the following is based on personal knowledge of O/SO only):
 - a. All recruits for the past three years have been told in initial interviews, "If you want to make a career of CIA, we are interested; if you're not interested in a career here, we are not interested in you." *This is slightly dishonest! How can any intelligent man say he is willing to make a career of something he knows nothing about? mts!*
 - b. There have been strenuous efforts and considerable results toward rotation, not only intra-Office, but also inter-Office.
10. De-emphasize program of inter-Office rotation. *why?*
11. Sell the two separated programs (Recruitment and Career Development) to each of the Offices and units on the basis of personal discussion and conference rather than by memoranda, through the Assistant Directors, with the senior staffs of the Offices. Emphasize that the Offices are participating in the development of the concepts and the procedures.

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APPENDIX A

1. It is assumed that the "Committee" will be composed of:

- representative of*
- a. Assistant Director (Personnel), Chairman - (Davison)
 - b. Deputy Director of Central Intelligence - (Dulles)
 - c. Deputy Director for Plans - (Wisner)
 - d. Director of Training - (Baird)

and that the Committee will have an Executive Secretary (non voting) and a very small staff (not more than two additional persons) to carry out the very large amount of coordination of studies and implementation, and scheduling phasing of steps that will be necessary.

2. PROPOSED AGENDA

A. With respect to "A Program for the Establishment of a Career Corps in CIA" dated 7 August 1951, it is recommended:

- 1. That the Committee approve for immediate, but separate, implementation, within the general framework of the report,
 - a. A program for the recruitment, on a highly selective basis as proposed, of not more than 300 young men and women per annum.
 - b. An Agency-wide Career Development Program
- 2. That the Committee suspend for the time being, subject to further study, the creation of a Career Corps within the CIA.
- 3. That the Committee request each Office and other major

you and Gen Smith will have to adjust your diff of this one

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component of CIA to appoint a Career Development Officer who, together with his fellows, shall constitute a CIA Career Development Panel chairmanned by the Executive Secretary of the Committee. The Career Development Officer shall be the focal point in his Office for informal contact and for discussion of pertinent problems. These Officers sitting as a group shall constitute the senior staff for recommendation to the Committee of matters for their consideration and decision. They will also be the means through which working sub-groups can be organized within the Offices for the preparation of material and for the devising of procedures to implement elements of the Career Development Program as a whole.

4. That the Committee approve the immediate creation, within each Office and major component of CIA of Boards of Review for reviewing and selecting candidates for participation in the Career Development Program (see Appendix B).

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APPENDIX B

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employees
The following ~~persons~~ ^{employees} would be eligible ^{to} for participation ^e in the ~~VIA~~ Career Development Program, if they qualify ^{with respect to} ~~in~~ each and all of the following particulars: *(a through g):*

a. Staff Employee or Staff Agent Status.

b. Two years' continuous employment.

c. Rating of GS-5 or above.

d. Regular access to classified information.

e. Written signification of intent to make ~~CIA service~~ ^{service with CIA.} a career. *(see attached)*

do not feel we can take in clerical employees at this time
~~f. A Civil Service Report of Efficiency Rating (standard form No. 51) or a Status and Efficiency Report (form CIA 51-53 olim 55-2) rating of "Excellent", at any time during employment.~~

After qualifying with respect to a then
g. Successful passing of polygraph test.

Service
9. Selection for participation in the Career Development Program by a Board of Review set up for the purpose within

each Office or major component of CIA. *Each Board of Review* would determine whether assessment and ~~which~~ ^{with any} of several available tests would be applied to ~~a particular candidate~~ ^{each employee qualifying in}.

Each ~~person~~ ^{employee} qualifying in criteria (a) through ~~(f)~~ ^g above who was passed over by the local Board of Review would be referred to the central Board of Examination and Review for thorough assessment and testing. The Board of Examination and Review would determine whether the local Board of Review would be reversed and the individual transferred or whether the individual

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"Generalists" will be so few and far between-"those very rare individuals"-(VII, p. 17) that for all practical purposes they may be disregarded as far as the Career Development Program is concerned. It can be assumed that the true generalist with his inherent executive and administrative ability will be observed by the directing echelon in the normal course of events. It further would seem to be uneconomical to set up "generalist" machinery to ensure that these individuals will be observed in order to fill less than five positions per year throughout CIA (estimate based on turnover of Assistant Director and Deputy Director job level). The specialized development of the "generalist" could well be handled by the Board of Examination and Review annually, based on recommendations from the several Offices of their outstanding specialists.

why so few?
naive! observed, perhaps but not declared.

(This, if adopted, would change the flow chart, Sect. V, VI and VII, p. ix.)

(See also memorandum to [REDACTED] from D/TR, p.5.)

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Is it necessary to have any "ists"? Can not the term "Careerist" also be eliminated from the terminology?

Comments: O/NE p.3 f,-p. 3
O/PC p.5,-p.5
O/SI p.2a, d, f, g.-p. 1, 2, 3.
O/IC p.8-p.3

eliminate "professional" trainee term

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- | | |
|--|--------------------------------------|
| ✓ 1. Career Benefits
(CDA Rotation) | General Counsel
Personnel
O/PC |
| ✓ 2. Rotation | O/CI
O/SO
Personnel |
| ✓ 3. Extension Training
Universities & Industry | O/O (Contacts)
O/SI
O/TR |
| ✓ 4. Extension Training
Other Government Agencies | O/RR
O/NE
O/TR |
| 5. IAC Employees | O/IC
Communications
Personnel |
| ✓ 6. Employee Evaluation | O/CD
Personnel
O/SO |
| 7. Covert Training | O/TR
O/SO
O/PC |
| 8. Testing and Assessment | O/TR
O/PC
Personnel |
| ✓ 9. Trainee Selection
recruitment | O/O (Contacts)
Personnel
O/TR |
| 10. Security | I&S/O
O/SO
O/RR |

11 Logistics: Personnel Dynamics Management
 12 Covert Training ONE Personnel
 13 Extended Contacts OTR I&S O/O Pers

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<u>CIA Unit</u>	<u>Membership on Working Groups</u>
General Counsel	1
Personnel	6
O/PC	3
O/CI	1
O/SO	4
O/O (Contacts)	2
O/SI	1
O/TR	5
O/IC	1
O/NE	1
O/CD	1
O/RR	2
Communications	1
I&S/O	1

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